United States Marine Corps

Dramatically Improving USMC Safety Performance

Phase II

April 8, 2004

BST

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Implementation Phases

Phase I: Assessment & Strategy Development

Phase II: Plan Development

Phase III: Implementation

Phase IV: Refinement & Sustainability

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Phase I - Assessment

- Senior Leadership - very strong & committed
- All levels understand mishap reduction challenge
- No one is better at imprinting recruits
- Not about changing the war-fighting ethos
- Is about:
  - Expanding the Marine imprint & existing culture
  - Modifying or establishing systems, antecedents & consequences that reinforce desired behaviors - 24/7

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Phase II

Experience shows that for culture to change:

- The organization's highest levels must be involved in the process
- Key foundations (Vision, Mission, Principles) must be aligned
- Systems & processes must be established/modified to reinforce & monitor desired behaviors

There is no "silver bullet"…but there is a clear path to success

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CMC & ACMC Roles

- Understand & implement change model
  - ID result measures, leader, team interaction factors
  - Define role specific behavior
- Develop consistency of message
  - Clearly stating vision & expectations/accountability
  - Clarify & reinforce the specific desired message
- Approve team membership & Phase II POA&M

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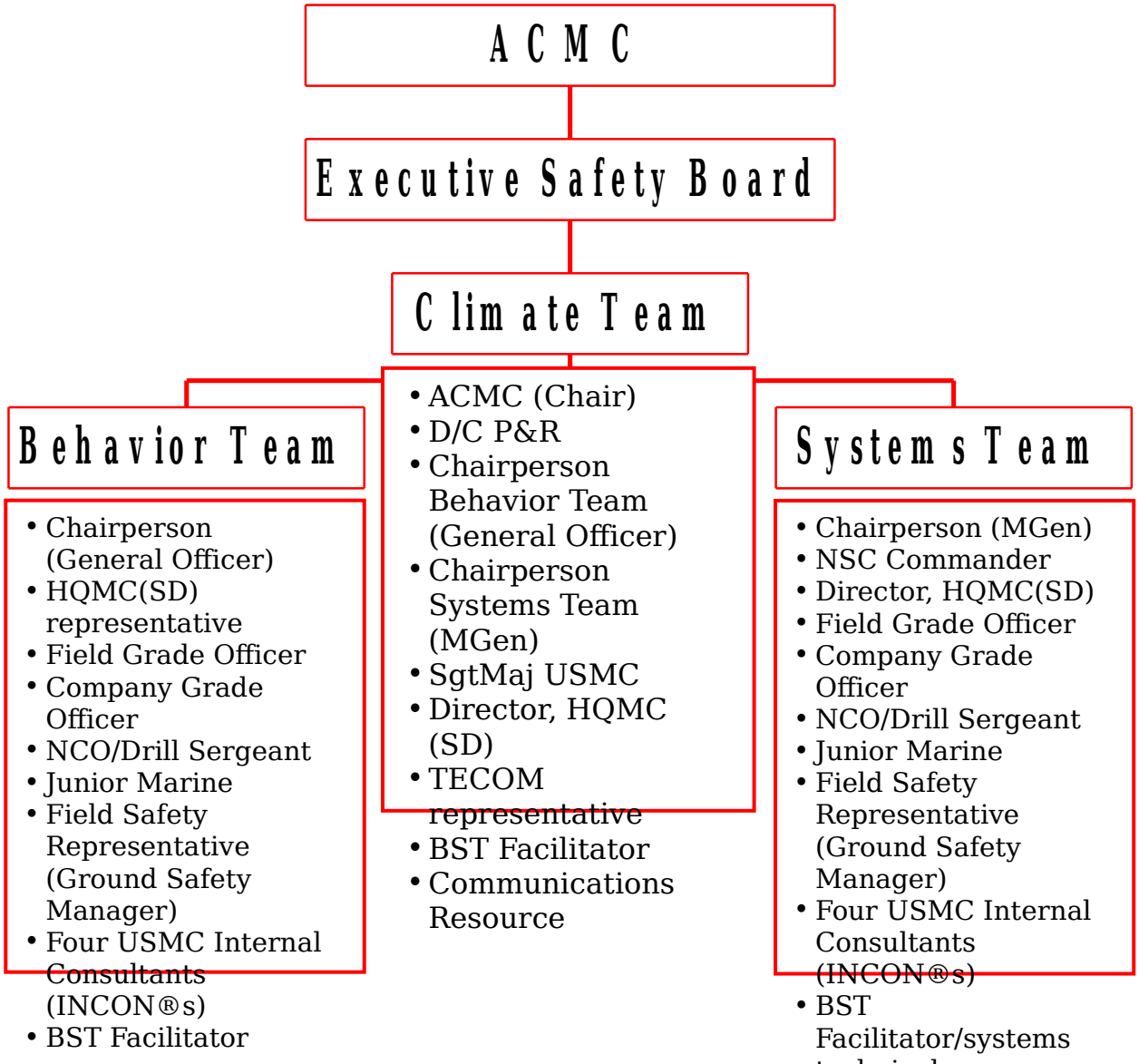
Team Structure



Team Descriptions

- Climate
  - Executes CMC & ACMC vision
  - Design & align climate recommendations
  - Communicating Phase I Assessment
- Behavior
  - Design & align antecedents and consequences
- Systems
  - Design & align USMC safety system recommendations in accordance with USMC vision

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BST Provides

- Coordination of all activities & external resources
- Behavioral science & organizational technical expertise
- Team preparation & facilitation
- Assurance that climate, system & behavioral change plans support desired cultural change
- All meeting material content
- Detailed POA&M
- Internal consultant classroom and field training
- Support to USMC team leaders in their change agent roles
- Monthly briefings to ACMC & Phase II ESB out brief

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Endstate

- Refinement of foundations (Vision, Mission)
- Behaviors at the highest levels of the USMC demonstrating the new vision
- POA&M designed to drive behavior through the systematic establishment of targeted antecedents & consequences - starting in boot camp
- Internal resources developed
- An internal & external marketing plan

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POA&M Phase II

April 8 ACMC Phase II Brief

April 16 EOS

April 26 ALMAR “Safety Improvement Initiative”

May 7 ACMC Meeting

May 14 Initial Climate Team Meeting

May 21 Behavior & System Team Meetings

Monthly Team meetings

August Completion of Phase II

Sep. 21-22 ESB Phase II out brief - Phase III POA&M

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United States Marine Corps

Back-up Slides

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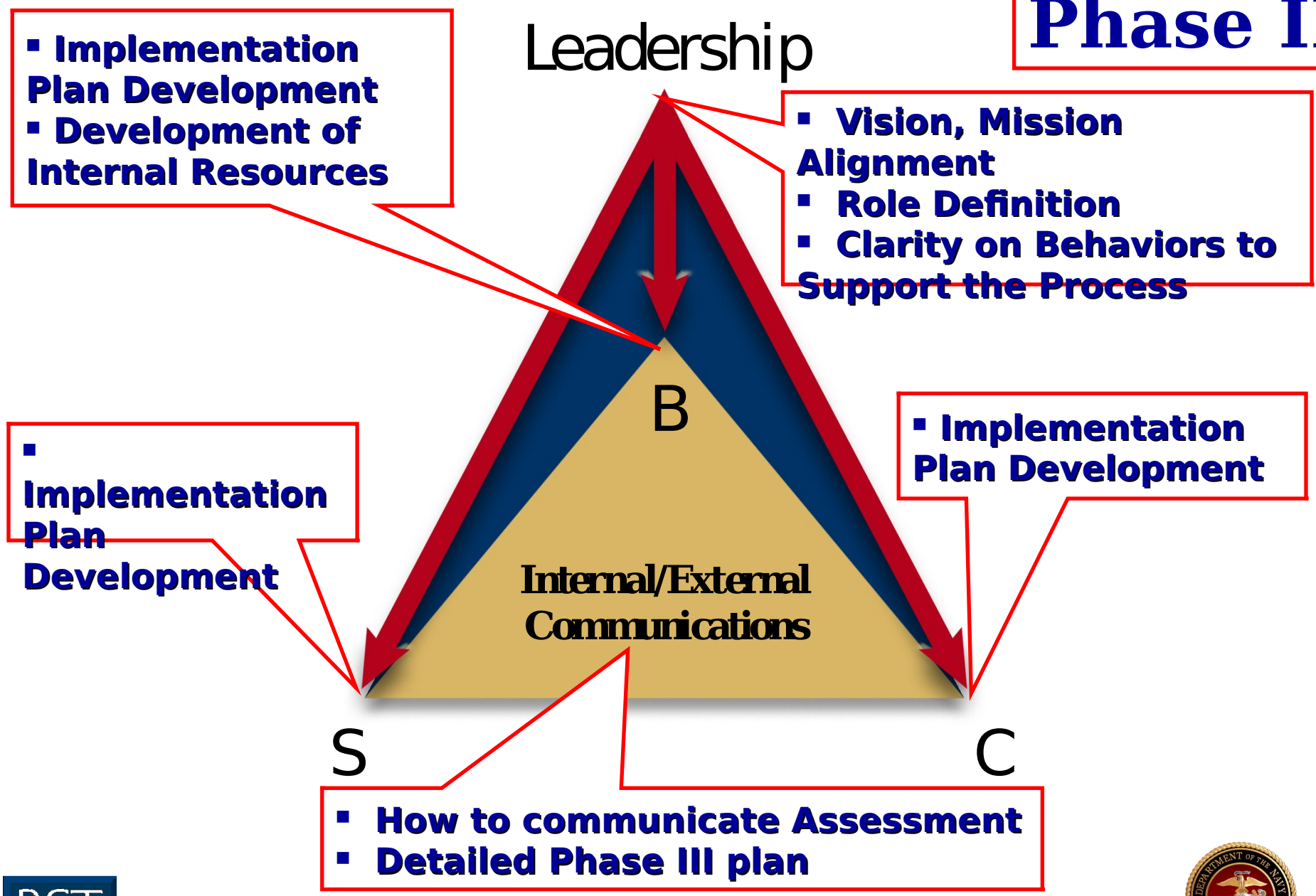
Phase II



- Implementation Plan Development
- Development of Internal Resources

- Vision, Mission Alignment
- Role Definition
- Clarity on Behaviors to Support the Process

- Implementation Plan Development

- Implementation Plan Development

- How to communicate Assessment
- Detailed Phase III plan

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Implementation Plan Development

Utilizing Organizational & Behavioral Technologies:

- Identify gap between current state & ideal
- Identify barriers & issues
- Identify actions required
- Identify key players
- Formulate implementation plan & deployment factors
- Identify follow-up required

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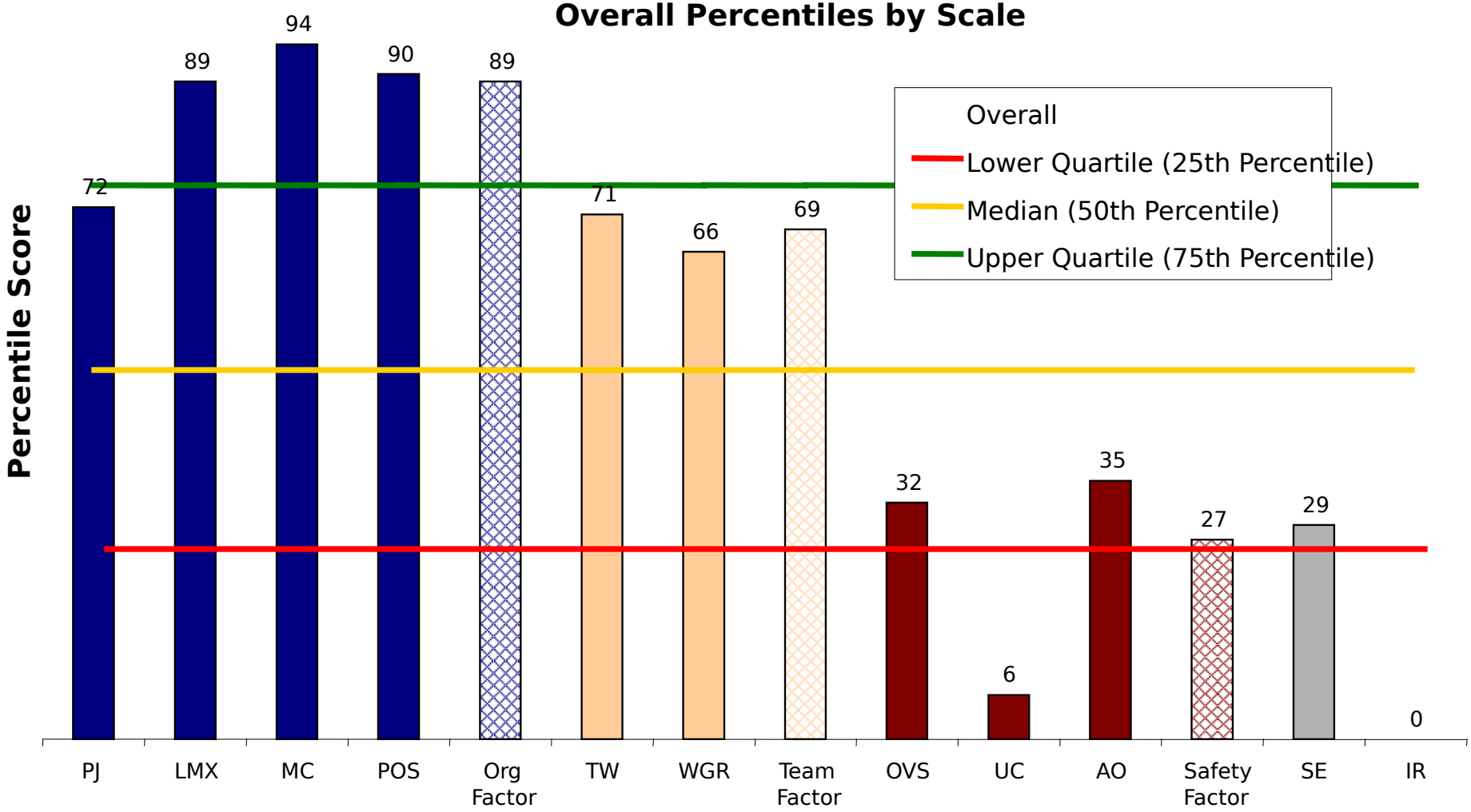
USMC – Active Duty
Overall Percentiles by Scale



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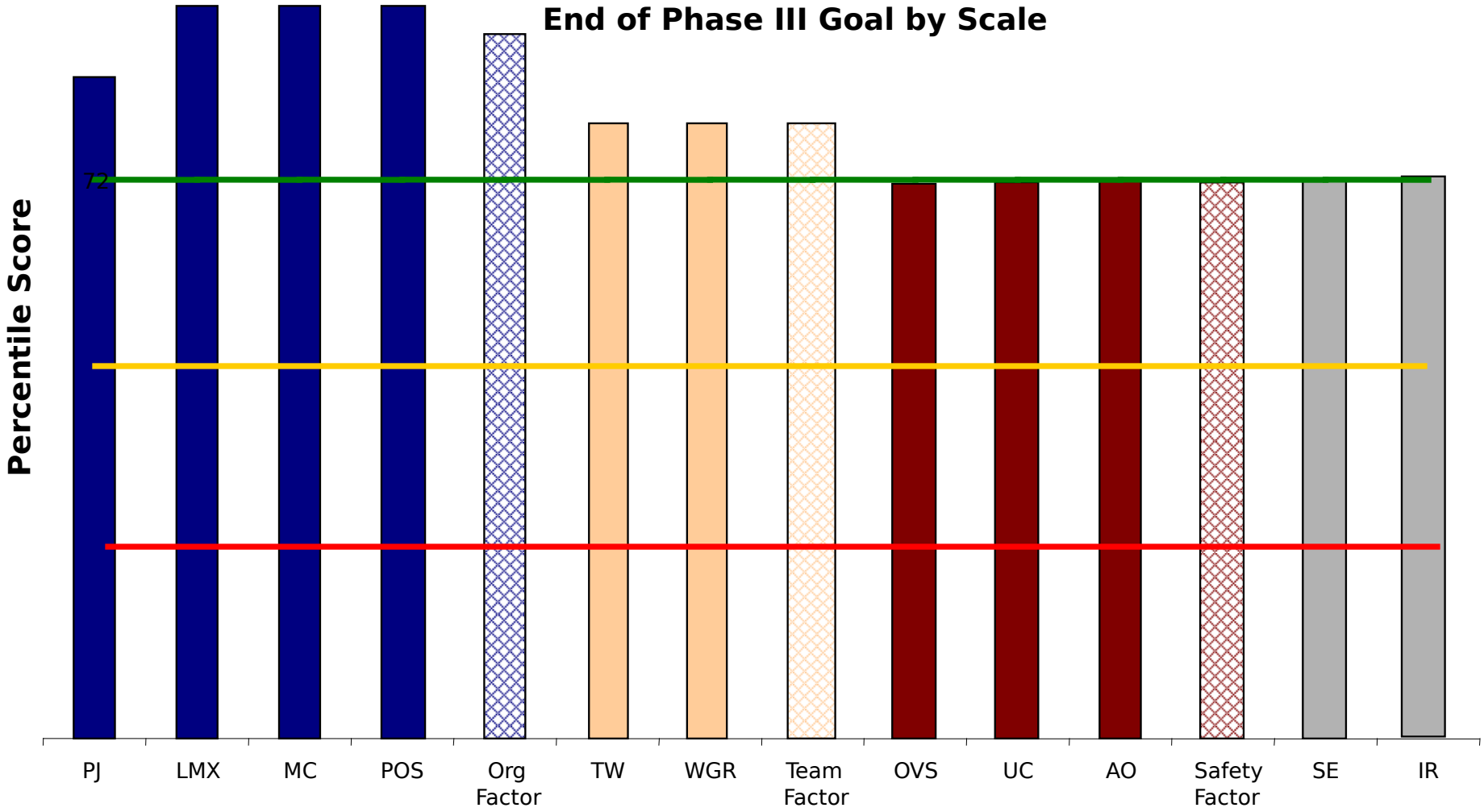
USMC – Active & Reserve Duty

End of Phase III Goal by Scale



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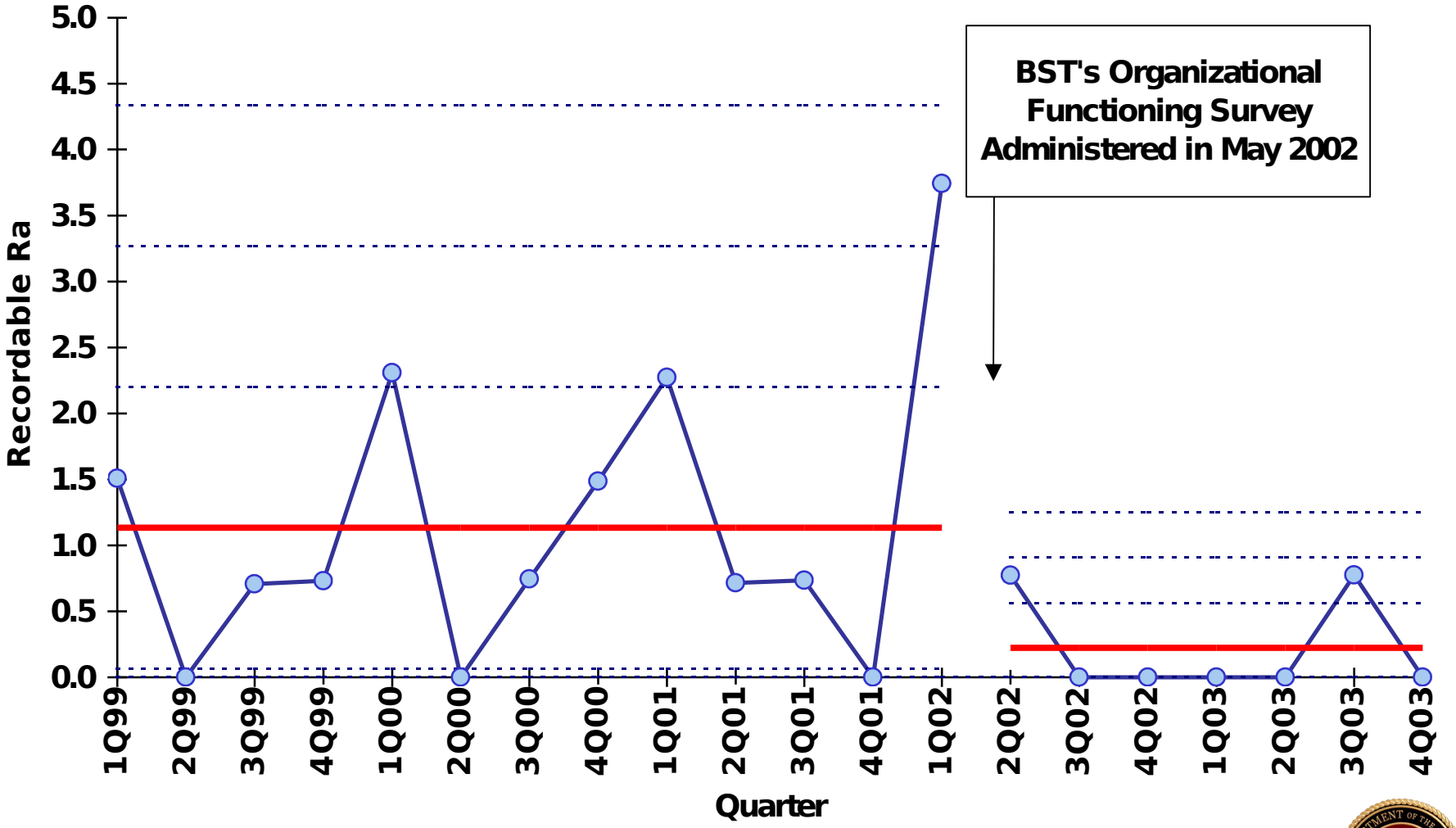
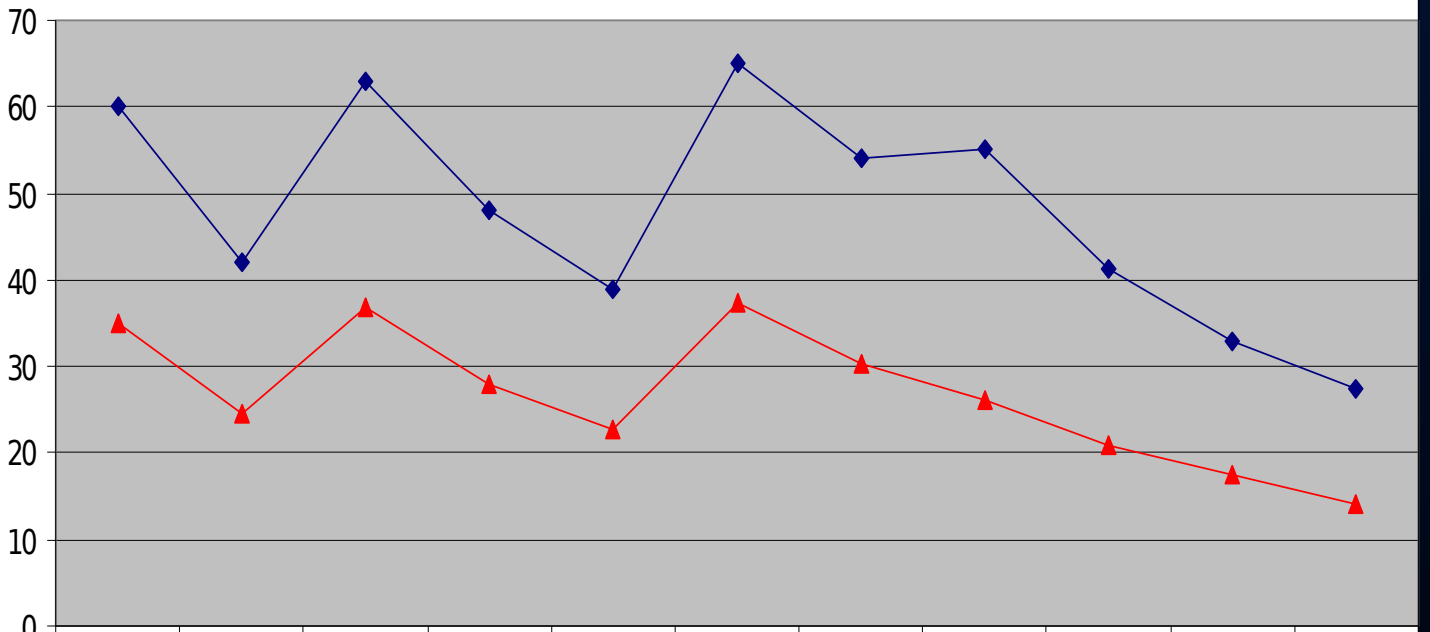
Shell Chemical – Geismar, Louisiana
Control Chart of Recordable Rate



USMC PMV Fatalities
(Projected based on average BST client results)



	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007
Fatalities	60	42	63	48	39	65	54	55	41.25	33	27.5
Adjusted Fatality Rate	35.0	24.5	36.7	27.9	22.6	37.4	30.4	26.25	21	17.5	14

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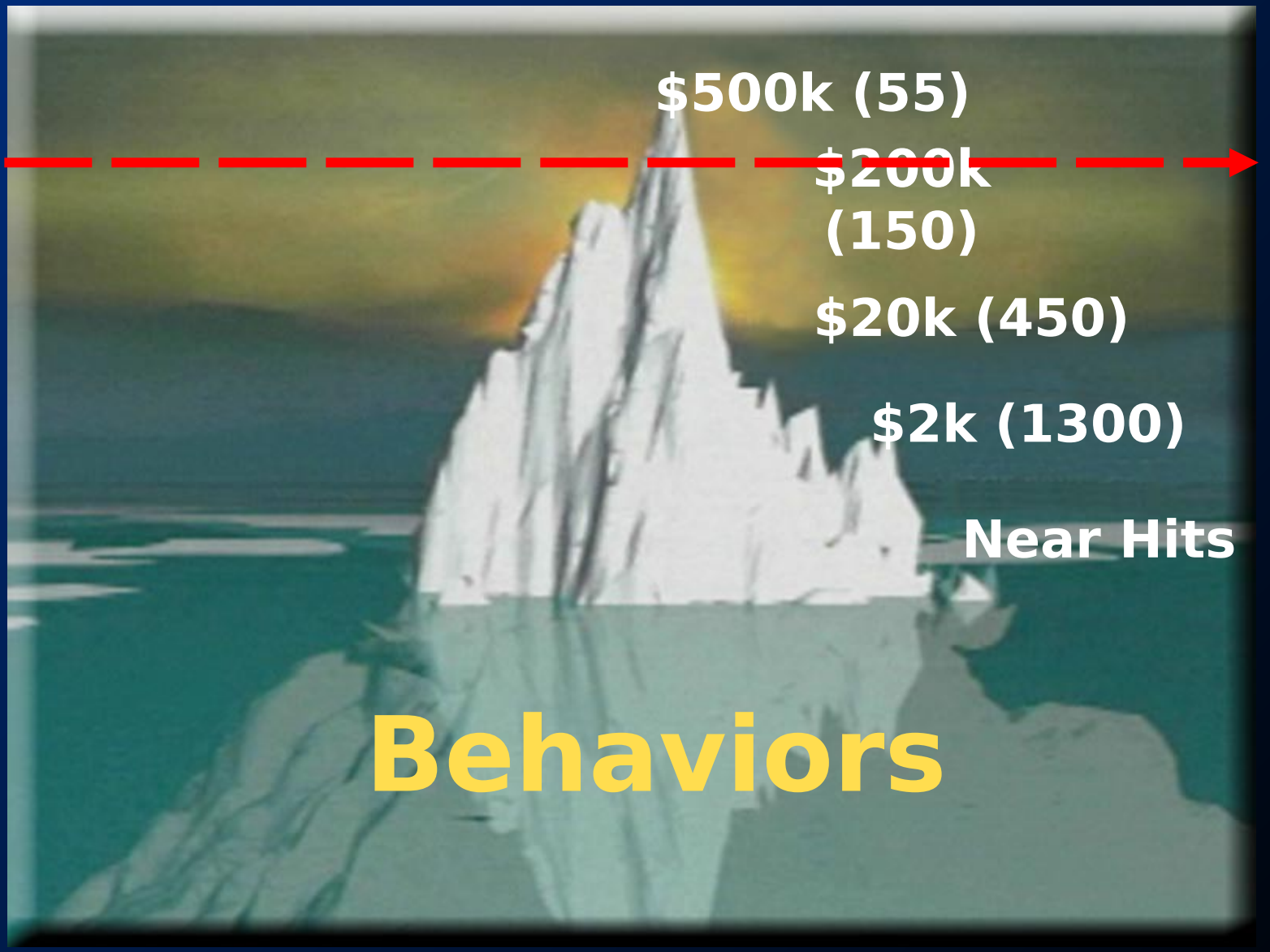

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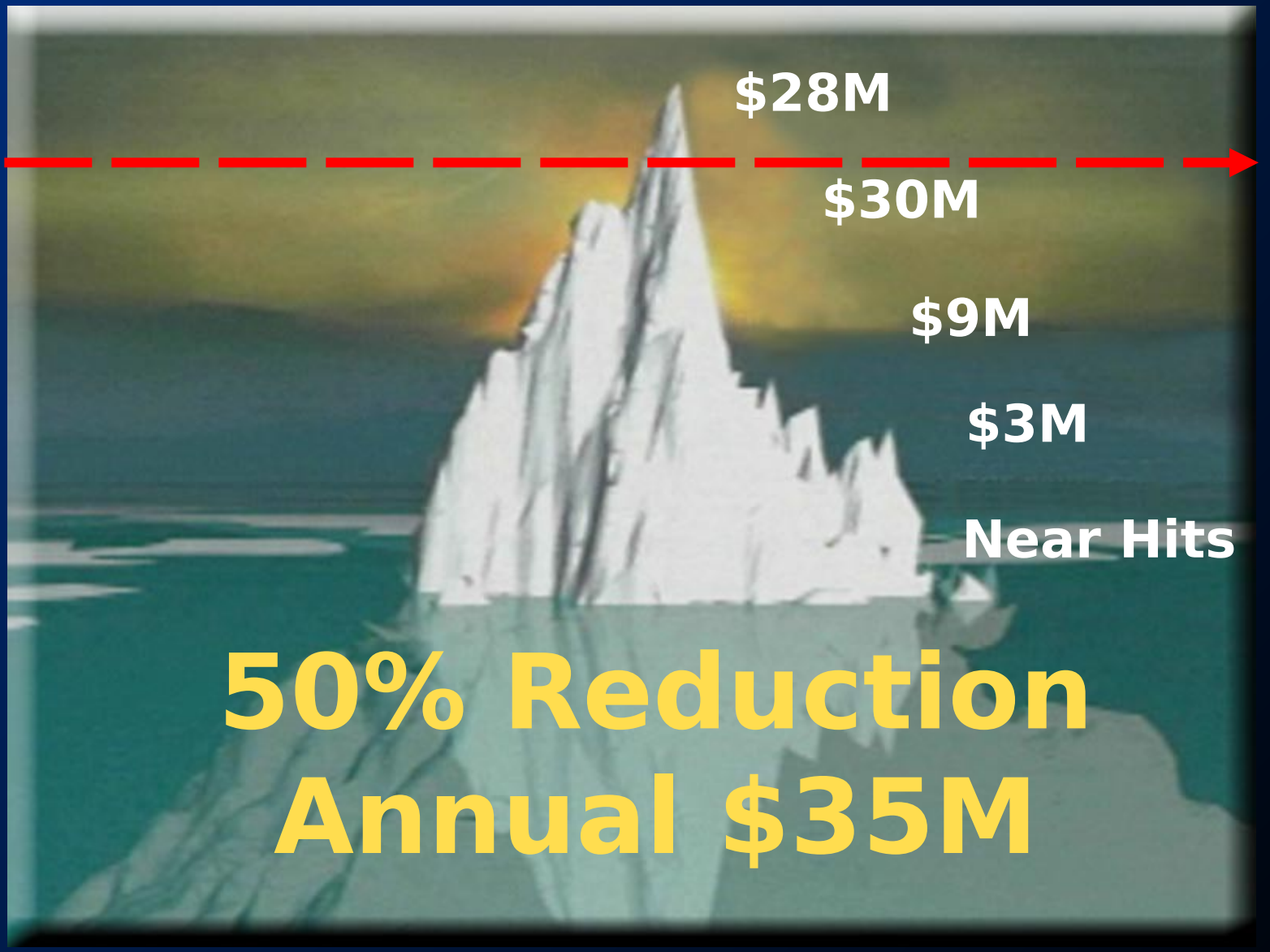

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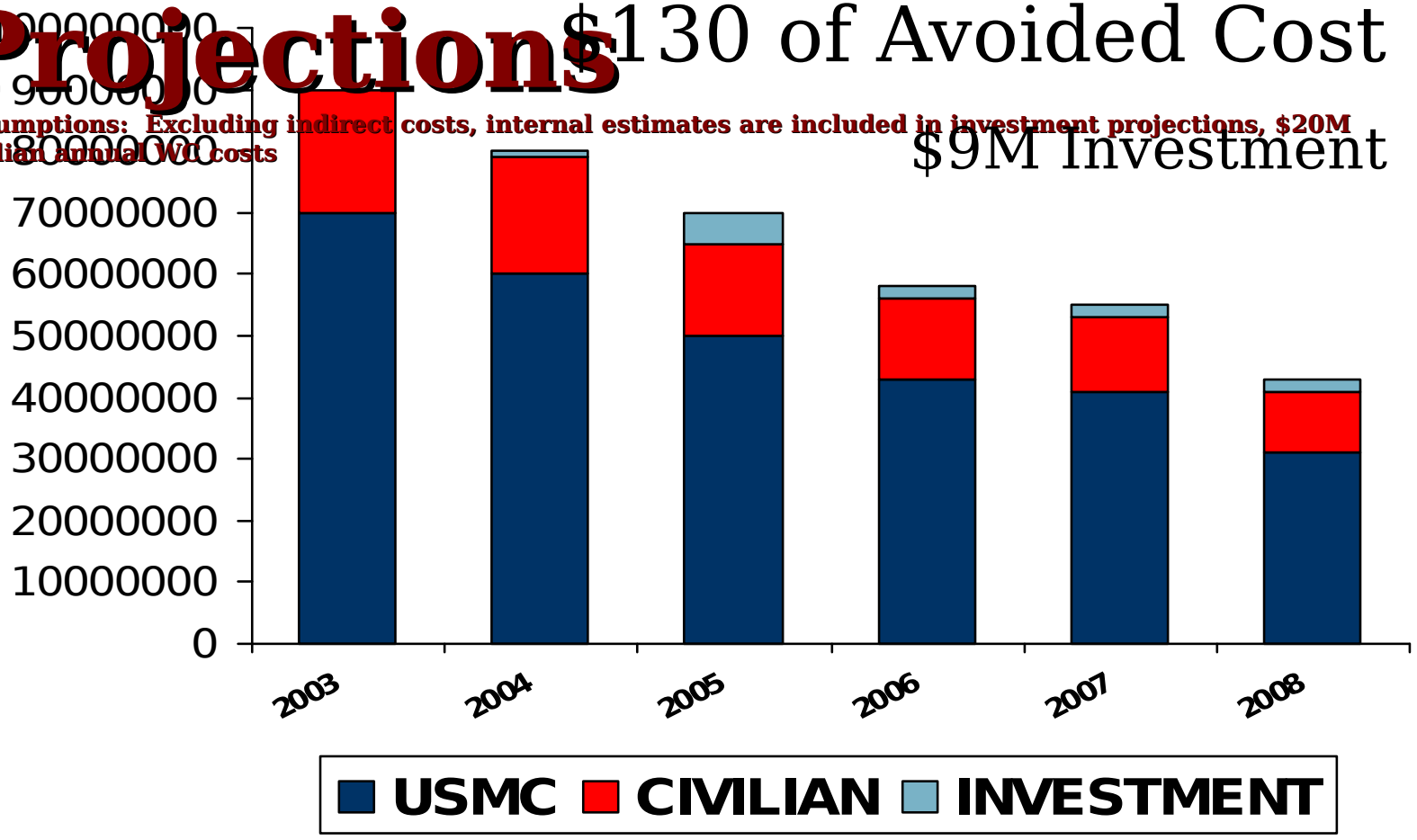
USMC Financial Projections

$130 of Avoided Cost

$9M Investment

Assumptions: Excluding indirect costs, internal estimates are included in investment projections, $20M civilian annual VC costs



Projected Financials

- Phase II: Plan Development
  - *Timing: 4 months*
  - *Investment: $750,000*
- Phase III: Implementation
  - *Timing: 12-18 months*
  - *Estimated Investment: $4,000,000 - $6,000,000*
- Phase IV: Further Roll-out and Sustainability
  - *Estimated Investment: $1,000,000 - $2,000,000*
- Total: $6 - $9 Million

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